HOW TO NAVIGATE A COMPLEX ORGANIZATION

A VISUAL GUIDE

OREN GOLAN

ALEX PRUKS

PREVIOUS NAMES

1 HOW TO BUILD AN ADAPTIVE ORGANIZATION

2 HOW TO CHANGE A COMPLEX ORGANIZATION

3 HOW TO NAVIGATE A COMPLEX ORGANIZATION ← CURRENT

4 ?

WHAT YOU WILL LEARN?

- DESCRIBE WHAT AN ==ADAPTIVE CHALLENGE== IS
- UNDERSTAND WHAT A ==COMPLEX SYSTEM== IS
- RECOGNIZE THE ==LEVERAGES== IN A SYSTEM
- RECOGNIZE THE ==TRAPS== IN A SYSTEM
  AND HOW TO AVOID THEM
- EVALUATE THE ==UNCERTAINTY== OF THE
  CHALLENGES YOU ARE FACING USING
  CYNEFIN FRAMEWORK
- GENERATE ==MULTIPLE STRATEGIES== USING
  WARDLEY MAPS

WHAT IS YOUR ORG ADAPTIVE CHALLANGE?

1. REQUIRE ADAPTATION AND LEARNING
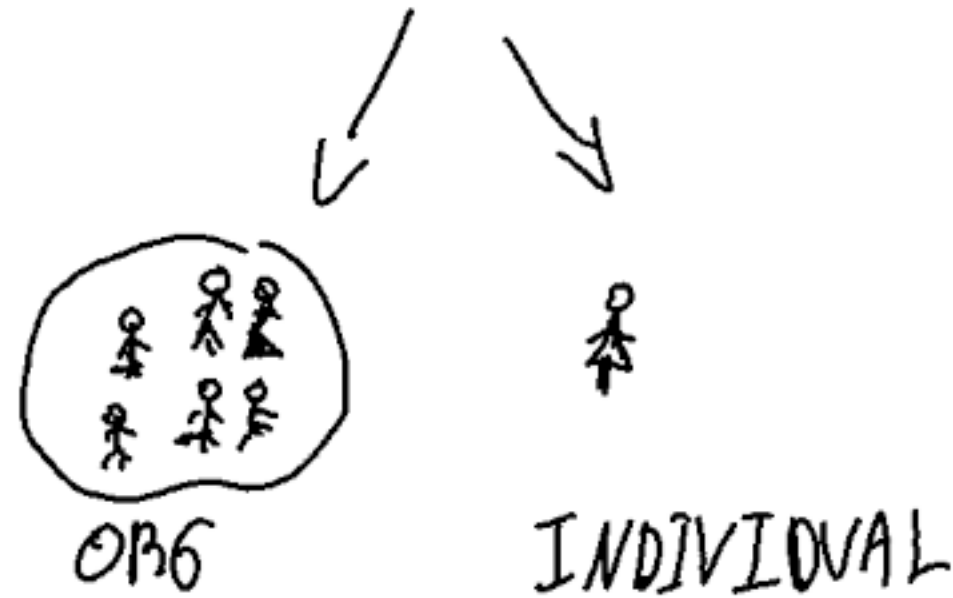
ORG

INDIVIDUAL

2. UNCERTAIN → PROBLEM

→ SOLUTIONS

3. PARADOX / TENSION

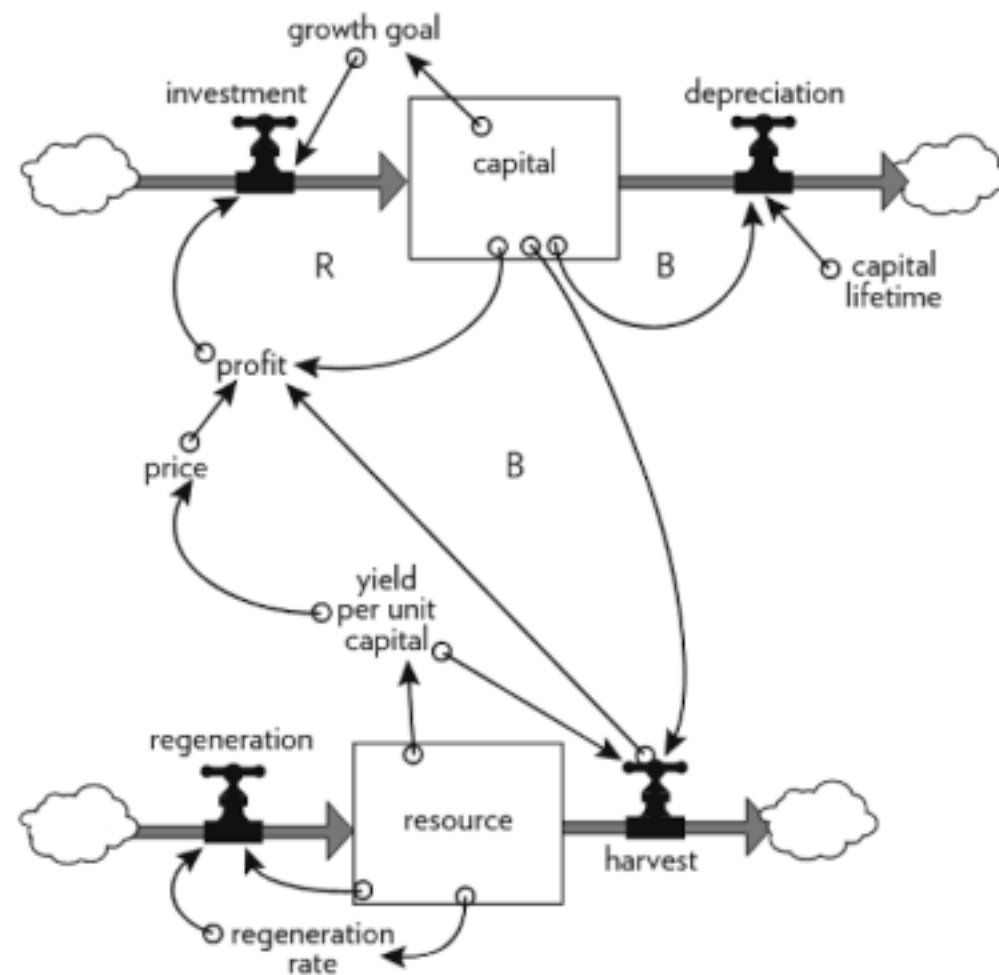CHALLANGES

AGENDASHIFT

RESILIENCY

BLUEFIN TUNA

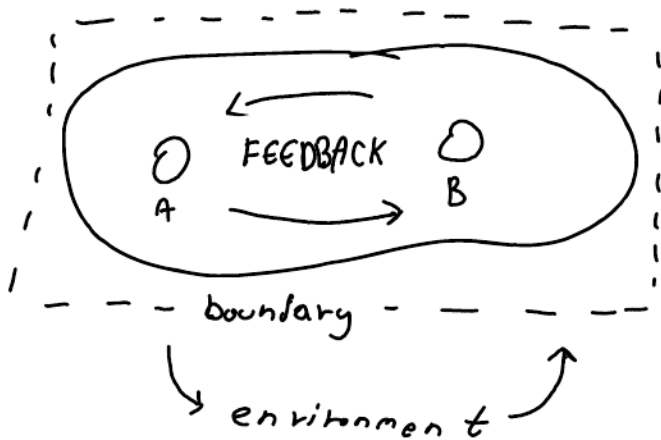**Figure 42.** Economic capital with its reinforcing growth loop constrained by a renewable resource.

CAUSES OF NON SUSTAINABLE SYSTEM

- MENTAL MODEL / GOALS (GROWTH)

- TECHNOLOGY (SONAR)

- MARKETS (PRICES VISIBLE)

- GOVERNMET (HELP FISHERIES)

THINKING IN SYSTEMS

SYSTEM

"A SET OF THINGS WORKING TOGETHER AS PART OF A MECHANISM OR AN INTERCONNECTING NETWORK"
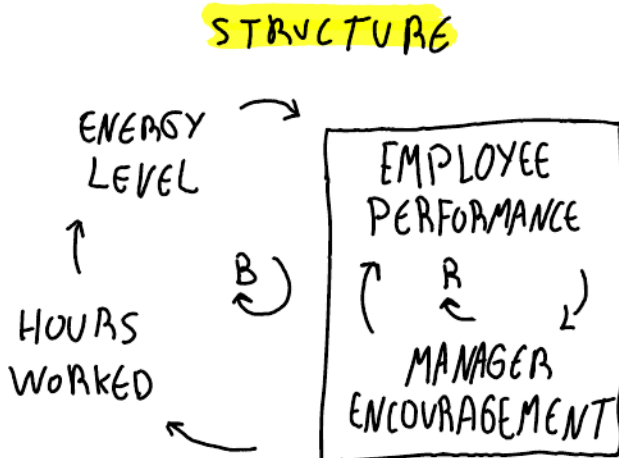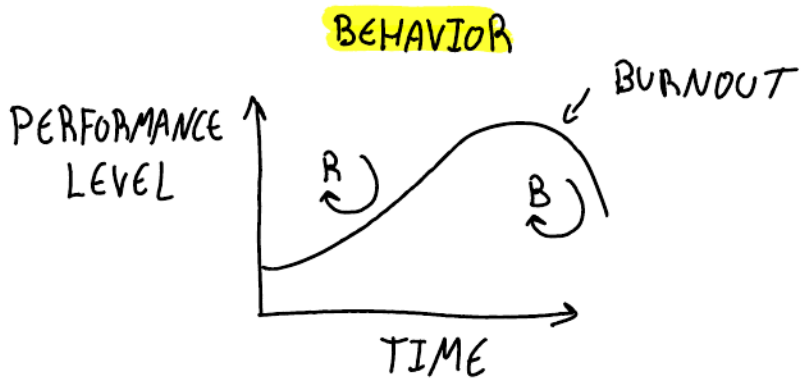
SYSTEM THINKING & MANAGEMENT SCIENCE

SYSTEM TYPE	PART	WHOLE
MECHANICAL	X	X
LIVING	X	✓
SOCIAL	✓	✓
ENVIRONMENTAL	✓	X

✓ — FREE WILL / AGENCY

X — NO FREE WILL

RUSSEL L. ACKOFF

FEEDBACK LOOPS

REINFORCING   BALANCING

BEHAVIOR

PERFORMANCE
LEVEL

R

B

BURNOUT

TIME

STRUCTURE

ENERGY
LEVEL

HOURS
WORKED

B

EMPLOYEE
PERFORMANCE

R

MANAGER
ENCOURAGEMENT

LEVERAGES

1 MENTAL MODEL/PARADIGM

2 GOALS

3 ORG STRUCTURE

4 POLICIES/RULES

5 MECHANISMS

6 INFORMATION FLOW

7 METRICS

8 RESOURCES

IMPACT + / −
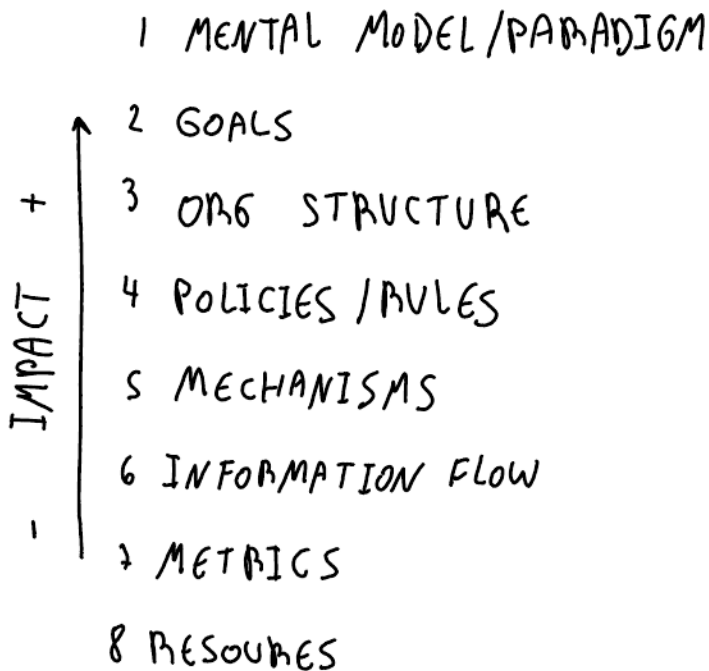
THINKING IN SYSTEMS

TRAP 1

POLICY RESISTANCE
(FIXES THAT FAIL)

==EXAMPLES:==

ROMANIA, WARS ON DRUGS, UNSUPPORTED LIBS

==THE WAY OUT:==

LET GO, CHANGE GOAL

THINKING IN SYSTEMS

TRAP 2

TRAGEDY OF THE COMMONS

FISH, FOSSIL FUELS, POPULATION GROWTH

EDUCATE, DIVIDE THE SHARED RESOURCE,
REGULATE THE COMMON

THINKING IN SYSTEMS

TRAP 3

DRIFT TO LOW PERFORMANCE

FALLING MARKET SHARE, DIRTIER AIR, GAINING
FAT IN SPITE OF DIETING

ADJUST STANDARDS BASED ON BEST
PERFORMANCE

THINKING IN SYSTEMS

TRAP 4

ESCALATION

ARM RACE, ADS CAMPAIGN

REFUSE TO COMPETE, BUILD A SYSTEM
WITH BALANCING LOOPS TO CONTROL THE
ESCALATION

THINKING IN SYSTEMS

TRAP 5

SUCCESS TO THE SUCCESSFUL

EXTINCTION OF SPECIES, NUMBER OF CAR
BRANDS AND NEWSPAPERS

POLICIES THAT LEVEL THE PLAYING FIELD
(TAX, UNIONS, EQUAL HEALTHCARE & EDUCATION)

THINKING IN SYSTEMS

TRAP 6

ADDICTION

FAMILIES DELEGATING CARE FOR ELDERLY,
RELYING ON VACCINE & MEDICATION

THE WAY OUT:

HELP A SYSTEM TO RESTORE ITS ABILITY
TO SOLVE ITS PROBLEMS, THEN REMOVE YOURSELF

THINKING IN SYSTEMS

TRAP 7

RULE BEATING

SPENDING AT THE END OF THE YEAR, POISON
ENDANGERED SPECIES

REDESIGN RULES TO TURN THE SELF
ORGANIZATION OF THE SYSTEM IN THE
DIRECTION OF ACHIEVING THE PURPOSE
OF THE RULES

THINKING IN SYSTEMS

TRAP 8

SEEKING THE WRONG GOAL

GDP DOES NOT COUNT FOR WELFARE, EQUITY, JUSTICE. MEASURING GOOD EDUCATION BY MONEY SPENT

THE WAY OUT:
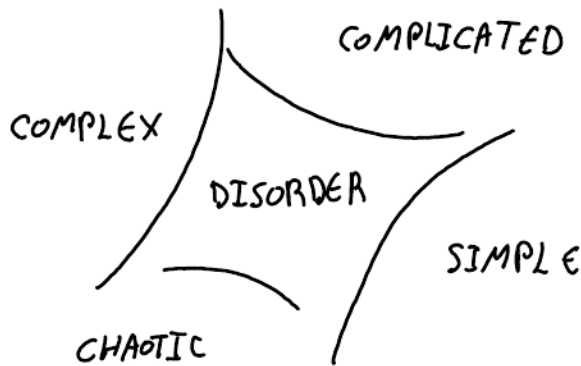
SET GOALS THAT REFLECT THE REAL WELFARE OF THE SYSTEM

THINKING IN SYSTEMS

CYNEFIN

A FRAMEWORK FOR NAVIGATING UNCERTAINTY

UNPREDICTABLE WORLD

COMPLICATED

COMPLEX

DISORDER

SIMPLE

CHAOTIC

PREDICTABLE WORLD

DAVE SNOWDEN

Complex
Probe - Sense - Respond

Emergent Practice

Enabling Constraints

A/B
TEST

DISARM CONFLICT

INCREASE INNOVATION

LEADING PEOPLE

PARENTING

Complicated
Sense - Analyse - Respond

Good Practice

Governing Constraints

BUILD CAR

PAY TAXES

Disorder

Chaotic
Act - Sense - Respond

Novel Practice

No effective Constraints

ROLL BACK

FIRE!

PRODUCTION SERVERS ARE DOWN
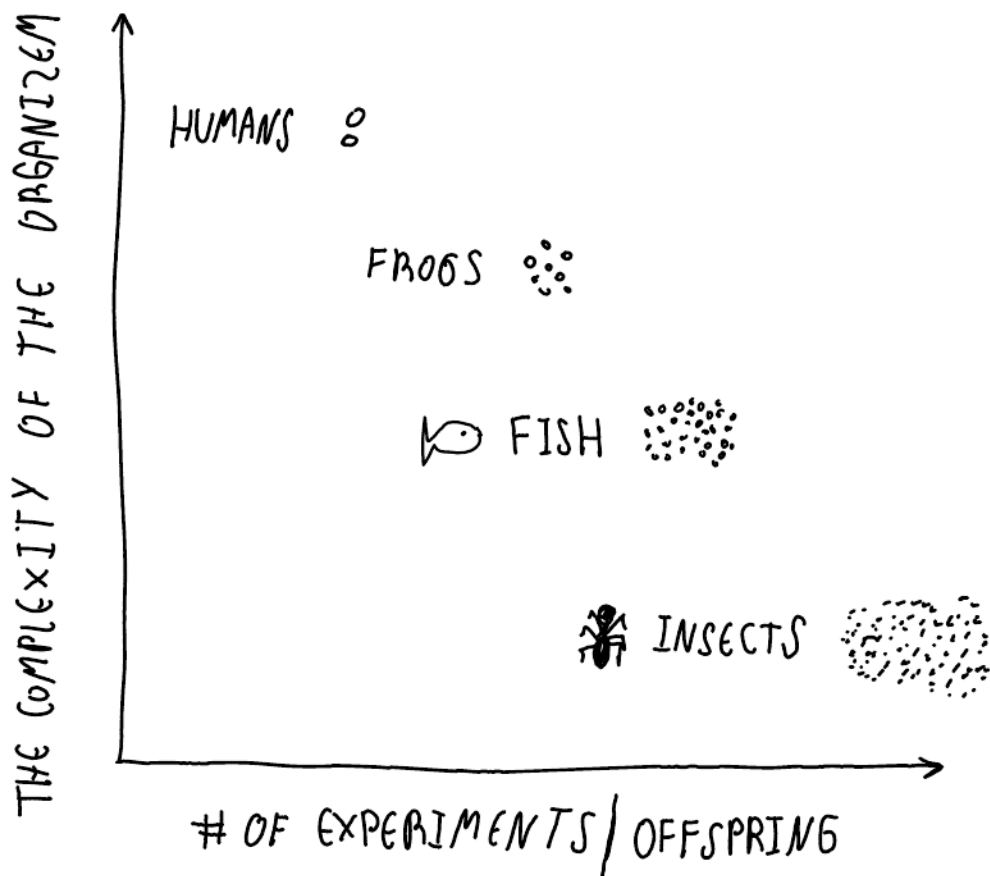
Simple
Sense - Catagorise - Respond

Best Practice

Fixed Constraints

CHECKLIST

CHARGE PHONE

HOW MANY EXPERIMENTS

THE COMPLEXITY OF THE ORGANIZM

HUMANS

FROGS

FISH

INSECTS

OF EXPERIMENTS / OFFSPRING
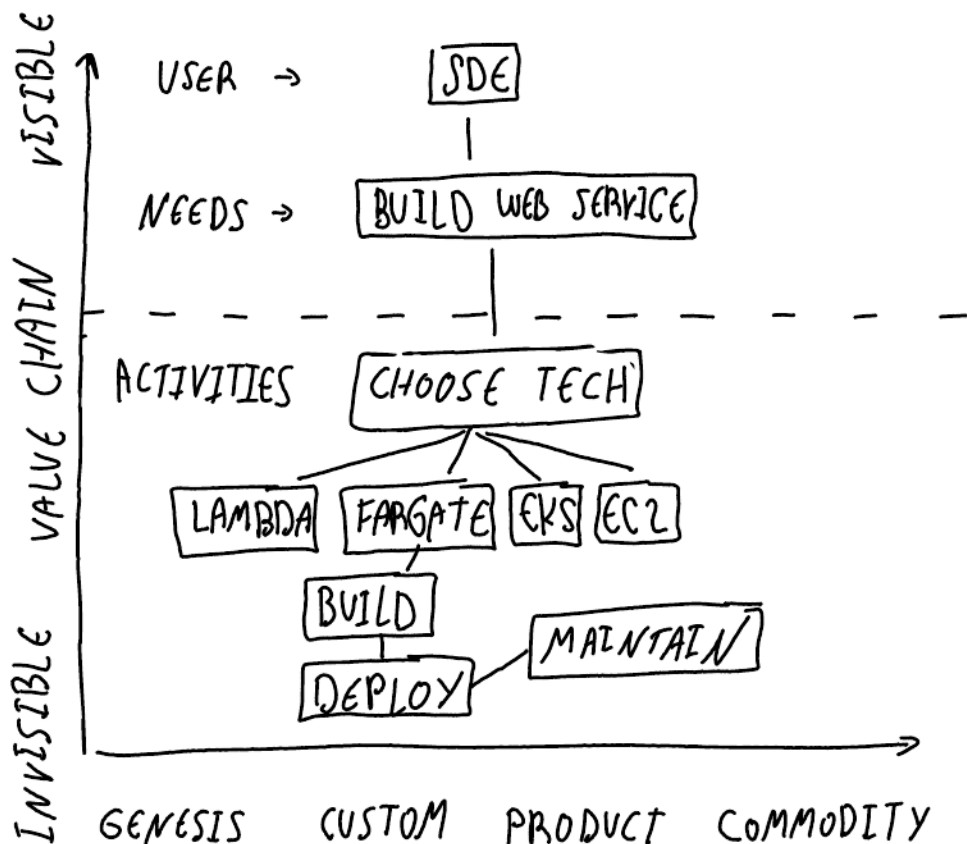
MAKING THINGS WORK

WARDLEY MAPS

TOPOGRAPHICAL INTELLIGENCE IN BUSINESS

RESOURCES

Books:

THINKING IN SYSTEMS

MAKING THINGS WORK

GOOD STRATEGY BAD STRATEGY

TEAM OF TEAMS

AGENDASHIFT

TURN THE SHIP AROUND

CONNECT: BUILDING EXCEPTIONAL RELATIONSHIPS

NONVIOLENT COMMUNICATION

AN EVERYONE CULTURE: BECOMING A DELIBERATELY
DEVELOPMENTAL ORGANIZATION

✗	chess
✓	gardening

RESOURCES

WARDLEY MAPS

CYNEFIN

CLEAN LANGUAGE

LIBERATING STRUCTURES

OPEN.GITHUB.IO

ADVISORS

AJ BUBB

BOAZ PORATH

JASON KESSLER

KEVIN WANG

PATRICK

PHIL GOCHENOUR

RAN BARBON

THOMAS LUNDBY

COVER ART

NATALIE KEVORK